

26 MAY 1978

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NOTE FOR:

STATINTL

FROM:

SUBJECT: DoD S&T Production Review

1. I have reviewed the GDIP Staff memorandum and discussed it in some detail with the action officer involved. The GDIP Staff has read the IC Staff report on S&TI Support to R&D and is following up with DIA. The action officer showed me his working notes and it's apparent that DIA is making some changes for the better.

2. I feel that the DIA S&TI Production Evaluation Process has been overstated. Our IC Staff studies have clearly shown that DARCOM is the only part of DoD with even a concept of a systematic evaluation program based on identified users. Unless an evaluation program matches products against specific interests of specific users on a consistent long-term basis, there is no real evaluation program. These "customer survey programs" do not really do the job.

3. The IPR revalidation program (paragraph 6) has some serious potential problems in that some users compare needs against tasks in the CAST and, if their needs will be satisfied by those tasks, do not submit IPRs. DIA should note this. A documented validation of continuing association of DIA Tasks(s) with user needs (i.e., R&D Project) should serve the same purpose as an IPR which might simply contain a request that Task X be continued as is.

4. All in all, I feel that DIA is making some serious attempts at improving S&TI support. DIA has been hit by the IC Staff study and by a DoD Audit Agency report which--so I've been told--supports the IC Staff study and is much more critical overall. I suggest DIA be asked to describe--in detail--what is being done "within the S&TI production program to make the total evaluation process a more dynamic and complete system." Also, DIA/DT should detail its "increased attention on IPR revalidation." Perhaps some solid evidence that the D/DCI/RM is concerned--and will require some evidence of a consistent systematic improvement program--will provide the needed push to DIA.

DIA HAS NO OBJECTION TO
DECLASSIFICATION AND RELEASE.

STATINTL

DIA review(s) completed

INTELLIGENCE COMMUNITY STAFF
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24 May 1978

STATINTL

NOTE FOR:

SUBJECT: DoD S&T Production Review

Received copy of the attached from
OPBD. Do you have any comments for Rod?

Thanks,

Eileen
Eileen

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~~DEFENSE INTELLIGENCE AGENCY~~

WASHINGTON, D.C. 20301

17 MAY 1978

General Defense
Intelligence Program

MEMORANDUM FOR THE DEPUTY TO THE DCI FOR RESOURCE MANAGEMENT

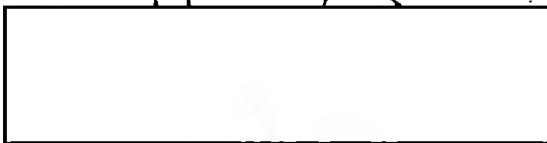
SUBJECT: DoD S&T Production Review

Reference: National Foreign Intelligence Program and Resource Guidance,
FY 1980-1984, March 1978.

The enclosure is responsive to GDIP specific guidance as stated on page 13 of reference. The DIA evaluation of S&T tasking with a view toward eliminating duplicative and/or superseded tasks focuses on a review of DIA Catalog of Approved S&T Intelligence Tasks (CAST) changes made during CY 1977. It should be noted that 26 tasks were canceled due to changes in consumer needs or efforts to eliminate unnecessary duplication.

A detailed review of FY 79/80 DoD S&T tasks will be available next year after existing tasks are evaluated through a continuous process of analyzing customer surveys, revalidating intelligence production requirements (IPR's) and conducting product reviews.

Enclosure a/s


Director, GDIP Staff

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Classified by DIA/DS
SUBJECT TO GENERAL DECLASSIFICATION SCHEDULE OF
EXECUTIVE ORDER 11652. AUTOMATICALLY DOWNGRADED
AT TWO YEAR INTERVALS. DECLASSIFIED ON 1984

UNCLASSIFIED WHEN ATTACHMENTS
ARE DETACHED.

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PMGM SUPPORT PAPER

I. TOPIC: S&T Intelligence Production Tasking

II. BACKGROUND: Scientific and Technical intelligence (S&TI) products, resulting from DIA S&TI tasking, must meet the stated needs of the R&D/laboratory communities and operational forces. They also must fulfill the needs of national authorities. Apart from quick response requirements, consumer requirements for S&TI are registered within the DoD (with DIA) in two ways: (1) as validated requirements for future finished recurring or nonrecurring intelligence dissemination and, (2) as validated, formal requests for specific foreign intelligence production (intelligence production requirements (IPR)). The DIA S&TI production management tasking process has been established by the Deputy Director for Scientific and Technical Intelligence (DT) primarily to satisfy the latter requirements within a program where Service agencies are the major producers of finished intelligence. However, the DIA S&TI tasking system and attendant evaluation processes must also take into account the many worldwide consumers of S&TI finished products. In addition, the S&TI tasking system is so structured that, through a series of management procedures such as IPR initial evaluation and approval, assignment of specific production responsibilities, internal and external task coordination, assignment of complementary production process, etc., redundant or duplicative production in S&TI is effectively eliminated. A more detailed explanation of non-redundant production in S&TI is contained in Attachment 1.

III. S&TI Production Evaluation Process:

The established evaluation process for S&TI production tasking currently takes the form of: (1) Service initiated consumer surveys; (2) management level, scheduled production reviews, and (3) IPR revalidation when necessary or appropriate. These evaluations are conducted on a continuing basis for the primary purpose of "modifying" (add, change, delete) S&TI production tasking to suit actual or perceived customer needs. In CY77, as a result of tasking evaluations, a number of S&TI production tasks were inactivated or eliminated, scheduled production was "stretched out", and/or taskings were superseded in favor of a different kind of product. An overview of the tasking modifications which occurred in CY77 are shown in Attachment 2, an extract from the DIA Catalog of Approved Scientific and Technical Intelligence Tasks (CAST). Also, a number of product tasks were nominated for elimination but were retained to support standing requirements for the specific

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finished intelligence. A brief explanation of several past evaluations is outlined below.

1. Based on a consumer survey conducted in late 1975, the Naval Intelligence Support Center (NISC) with DIA/DT approval, restructured the Navy portion of the S&TI production program. The objective was to develop a family of hard copy reference products that would be more responsive to consumer requirements (primarily Navy). Responses from the survey indicated that the Navy's S&TI production should be changed to improve timeliness, place more emphasis on threat assessment, provide formats and content better oriented to the intended user, etc. To this end, the Navy's "pyramid" production concept was formalized under DIA S&TI tasking in 1977. Those DIA tasked products which did not correlate in whole or in part with the new pyramid products were or will be deleted from NISC production tasking. (See attachment 2 for a partial listing of Navy tasks (Code 1200) deleted from the CAST). Navy intends to resurvey consumers to obtain a follow-up evaluation of their restructured production program.

2. The Army Materiel Development and Readiness Command (DARCOM) in early 1976 initiated a systematic program of review for S&TI products. This continuing program is to provide a mechanism by which Army R&D consumers can comment about Army-produced DIA S&TI products to the producers, the Foreign Science and Technology Center (FSTC), and the Missile Intelligence Agency (MIA). DIA is provided a copy of all customer responses from this evaluation process and is thereby able and has revised the MIA/FSTC tasking to produce more responsive products for Army consumers. As a result of this evaluation program to date, no individual products have been identified which could have been eliminated from the production program in FY77/78. Additionally, MIA has initiated a customer survey program whereby consumers outside the R&D community can provide evaluations on MIA products. Responses to this effort are also made available to DIA/DT.

3. In 1977, Army (DARCOM) conducted a one time, extensive review of FSTC and MIA production tasking to determine the degree of interest in resultant products by DARCOM customers. DIA/DT reviewed existing requirements for finished intelligence produced under the six tasks questioned by DARCOM and determined that agencies outside DARCOM, such as the Defense Mapping Agency, had a valid need for the products.

4. In November 1976, DIA and Air Force representatives conducted a production workshop, one objective of which was to determine how best to conduct a customer evaluation of recurring Foreign Technology Division (FTD) produced S&TI

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products. Milestones were drawn up whereby FTD would design a product evaluation questionnaire, conduct a survey, and process the responses for use by DIA in evaluating the usefulness to all recipients of FTD's FY77/78 scheduled production. Although the Air Force evaluation program milestones have slipped, survey planning is continuing and expected to provide the originally intended results during the FY79/80 timeframe.

5. DIA/DT as part of its S&TI production management program responsibility, regularly evaluates current and projected production in conjunction with the Service S&TI production agencies. Semi-annual production reviews are held onsite at the agencies, and annually the next FY production plan is analyzed before promulgation to the Service ACSIs. These production reviews serve to evaluate existing production schedules in light of known requirements and the resources available to fulfill production requirements. As a result of this process, tasking may be modified or cancelled for reasons other than it no longer responds to consumer needs. Recently, for example, existing tasking has been suspended, modified or cancelled for reasons ranging from resource limitations within the production agencies on the one hand to consumer "one-time" requirements having been fulfilled on the other hand. Some of these revisions are reflected in the overall changes made to the CAST during CY77 (See attachment 2) and finalized in the Approved DoD FY78 S&TI Production Schedule.

6. As specified in the September 1977 revision of DIA Manual 75-1, "S&TI Production", DIA/DT has commenced planning for and will institute in the near future a formal process by which previously approved IPRs will be revalidated or revised by originating Departments and Agencies. To date DIA approved IPRs, which are the basis for initial S&TI production, have been revalidated primarily on the initiative of the originator. The IPR revalidation process as currently planned will involve publishing approved IPRs in a catalog containing four years of standing production requirements. At the beginning of each FY, originators of the oldest IPRs will be formally requested to revalidate or revise their requirements as portrayed in the IPR catalog. It is intended that this revalidation process will be an annual evaluation with cancelled IPRs being deleted from and new/revalidated IPRs being added to the catalog. In addition, basic IPR data will be automated through the use of the DIAOLS system to assist in the administration of the IPR revalidation process.

IV. SUMMARY:

As outlined above, S&TI production tasking is non-duplicative and the evaluation of existing tasking is a continuous

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(albeit currently somewhat fragmented) process conducted through production reviews by management, the analysis of customer surveys, and through revalidation of IPRS. As highlighted in attachment 2, existing tasking has been revised or cancelled because it no longer responds to consumer needs and because the underlying requirements have been totally or partially fulfilled. Additionally, tasking has been revised to respond to updated/new requirements, or has been necessarily modified to comply with unforeseen production resource limitations.

Steps are being taken within the S&TI production program to make the total evaluation process a more dynamic and complete system. Greater emphasis is being placed on customer evaluation of products by the DIA and Service production elements. Within DIA/DT increased attention is being placed on IPR revalidation. When these related processes are integrated in a more thorough fashion with the aid of simple, extant automation, the total evaluation process will better meet the needs of the entire S&TI community; i.e., management, producers, and customers, both R&D and operational.

2 Attachments

1. Non-Duplicative
(S&TI) Production,
(C), 1 cy
2. Summary of CAST
Changes During
CY1977, (U), 1 cy

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NON-DUPLICATIVE
SCIENTIFIC AND TECHNICAL INTELLIGENCE (S&TI) PRODUCTION

1. (U) The Directorate for Scientific and Technical Intelligence (DIA/DT) exists to give strong central management to the DoD S&TI production program and thereby eliminate duplicative production. The Services are the primary producers of finished S&TI. DIA/DT uses these products as the basic building blocks in doing multisystem integration and responsive threats for high level consumers.
2. (U) The DIA S&TI management system is built on a foundation of specific S&TI production responsibilities, both primary and contributing production, assigned to the Military Departments (and DIA/DT). This system takes advantage of unique, existing, Service capabilities and eliminates redundancy, i.e., production of similar products addressing the same subjects by different Service S&TI organizations (or DIA/DT). The S&TI program is administered by publishing written S&TI tasks and annual production schedules. These management aids serve to define the objectives of the program as well as to eliminate redundancy.
3. (C) In the area of S&T intelligence, approximately 400 products are scheduled to be produced or updated in FY78 by the Service production agencies and DIA/DT. None of these products are duplicative in presentation of overall subject matter. However, many of these products which are produced by one Service agency may contain finished intelligence which is the production responsibility of, and has been contributed by, another Military Department or Service agency as tasked by DIA.
4. (U) The attached tables briefly outline the foreign S&TI production activities (responsibilities) of the Services and DIA/DT in three of nine discreet intelligence subject areas for which the S&TI program produces finished intelligence. Tables 1, 2, and 3 portray subject areas wherein production activities are a multi-Service responsibility, a single Service responsibility, and a DIA/DT responsibility, respectively. Attendant contributing and complementary production responsibilities are also indicated.
5. (U) In the past, some redundancy in S&TI production existed because a Service with a valid need had to turn to its own resources for timely and responsive S&TI. The current S&TI management system as outlined in DIA Manual 75-1, recognizes this need for the future and has made provisions for complementary production responsibility. The assignment of complementary production responsibility to a Department for a specific subject area, formally allows a production agency to respond to unique Service requirements where the intelligence need cannot and will not be satisfied by the Department with primary responsibility. Also, some redundancy or duplication may appear to exist when it does not because production assignments and formal DIA production taskings do not preclude Departments from repackaging existing finished intelligence as necessary for Departmental use or, DIA/DT from providing integrated intelligence assessments.

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6. (C) The combined production effort of the DoD S&TI Community is supported by approximately 2640 personnel and a current budget in the area of \$108 million (PE 31022 only). The overall production program is governed by the system described above, which is designed to eliminate redundancy through central oversight by DIA/DT and close coordination between the producing units in S&TI subject areas where contributing and complementary production roles are authorized.

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S&TI PRODUCTION

Table 1 - Missile Systems

Activities Conducted by
DIA and Services

None.

Activities Performed Only
by Services

Army - Primary producer of system studies, reports, handbooks, etc., pertaining to foreign ABMs, SRBMs, and SAMs (less Naval SAMs). Army is also tasked to publish on related Support and C² subjects as required.

Navy - Primary producer of system studies, reports, handbooks, etc., pertaining to foreign SLBMs and Naval SAMs. Navy is also tasked to publish on related Support and C² subjects as required.

Air Force - Primary producer of system studies, reports, handbooks, etc., pertaining to foreign ICBMs and MRBM/IRBMs. Air Force is also tasked to publish on related Support and C² subjects as required. Air Force may be authorized by DIA to produce on foreign SAMs on case-by-case basis (Complementary Production).

Activities Performed Only
by DIA

DIA/DT develops and provides numerous briefings and trend forecast articles based both on in-house integrated and primary production agency analysis. Provides direct support to development of the DIPPs. Provides "contributing data concerning Nuclear Warheads, OB, and installation analysis as required.

S&TI PRODUCTION

Table 2 - Ground Systems

Activities Conducted by
DIA and Services

None.

Activities Performed Only
by Services

Army - Primary producer of system studies, reports, handbooks, etc., pertaining to foreign Infantry Weapons, Combat Vehicles, AAA, etc. Army is also tasked to published on related Support, C², and Ordnance subjects as required.

Navy - None.

Air Force - Provide, as tasked, "contributing" data/analysis concerning air delivered munitions, etc.

Activities Performed Only
by DIA

DIA/DT develops and provides numerous briefings and trends forecast articles based on in-house and primary production agency analysis. Provides direct support to development of the DIPPs. Provides "contributing" data concerning OB, tactics, training, and logistics as required.

S&TI PRODUCTION

Table 3 - Nuclear Energy Program

<u>Activities Conducted by DIA and Services</u>	<u>Activities Performed Only by Services</u>	<u>Activities Performed Only by DIA</u>
None.	Provide, as tasked, "contributing" data/analysis concerning mobile/transportable, marine and aerospace nuclear propulsion and power systems and related technology.	Primary producer of studies, reports, etc., pertaining to foreign Nuclear weapon and munitions, Nuclear power and propulsion, and nuclear materials. DIA/DT develops and provides numerous briefings and trends/forecast articles based on in-house analysis. Provides direct support to development of the DIPPs and NIEs.

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DSI-MGA-A-001-78-VOL 1

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SUMMARY OF CAST CHANGES DURING CY1977

1. The following tasks have been completed and/or cancelled and deleted from the CAST:

PT-1060-01-75 - Electronics (SAM Associated) - ECC
PT-1100-01-75 - Armament Identification Guide - ECC
PT-1100-02-75 - Ground Force Material Readiness (C&P) - USSR
PT-1100-03-75 - Ground Armament Handbook - ECC
PT-1100-04-75 - Ground Armament Handbook - FW
PT-1100-06-75 - Protection of Soldier in Desert Environments - FGN
PT-1210-11-75 - Krivak Class DDGSP
PT-1210-12-75 - Kara Class CLGMP
PT-1210-14-75 - Nanuchka Class PGGP
PT-1210-19-75 - Naval Ship Trends - USSR/PRC
PT-1220-02-76 - Soviet Sub Acoustic Characteristics - Type 1 Diesel
PT-1222-01-75 - Charlie Class SSGN
PT-1222-02-75 - Papa Class SSGN
PT-1223-02-75 - Victor Class SSN
PT-1260-06-75 - Naval Mines (C&P) - ECC
PT-1260-07-75 - Naval Mines Countermeasures (C&P) - ECC
PT-1270-02-75 - Naval Command and Control Study - PRC
PT-1320-12-76 - Fitter A Weapon System
PT-1320-13-76 - Fishbed Weapon System
PT-1340-07-75 - Helicopter Threat for SAM-D
PT-1400-01-75 - Space Vehicle Guidance & Control Study - PRC
PT-1400-03-75 - Space Systems Handbook - FW
PT-1710-10-75 - BACK NET
PT-1730-09-77 - Air and Air Defense Electronic Warfare - WP & PRC
PT-1810-04-75 - Marine Animal Research of Military Interest - USSR
PT-1810-06-75 - Underwater Physiology - USSR
PT-1810-08-75 - Space Biology - USSR
PT-1820-03-75 - Oceanology - USSR & PRC
PT-1820-12-75 - Submarine Wake Hydrodynamic (Research) - USSR
PT-1820-20-75 - Arctic & Antarctic Research - USSR
PT-1840-08-75 - Naval Ship Materials - PRC
PT-1840-11-75 - Naval Ship Fabrication Technology - USSR
PT-1840-20-76 - Aircraft Production Capability - USSR

2. The following tasks have been superseded and replaced in the CAST as indicated:

SUPERSEDED TASK

REPLACEMENT TASK/TASK UNIT

PT-1060-09-75-----	PT-1000-14-77
PT-1060-05-75-----	PT-1060-01-05L
PT-1060-07-75-----	PT-1060-01-06L
PT-1060-08-75-----	PT-1060-01-07L
PT-1060-10-75-----	PT-1060-01-08L

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SUPERSEDED TASK REPLACEMENT TASK/TASK UNIT

PT-1060-11-75-----	PT-1060-01-09L
PT-1100-05-76-----	PT-1100-01-01L
PT-1110-01-75-----	PT-1110-01-01L
PT-1110-02-75-----	PT-1110-01-02L
PT-1110-03-75-----	PT-1110-01-03L
PT-1110-04-75-----	PT-1110-01-04L
PT-1110-05-75-----	PT-1110-01-05L
PT-1110-06-75-----	PT-1110-01-06L
PT-1110-07-75-----	PT-1110-01-07L
PT-1120-01-75-----	PT-1120-01-01L
PT-1120-02-75-----	PT-1120-01-02L
PT-1130-01-75-----	PT-1130-01-01L
PT-1130-02-75-----	PT-1130-01-02L
PT-1130-03-75-----	PT-1130-01-03L
PT-1130-04-75-----	PT-1130-01-04L
PT-1130-06-75-----	PT-1130-01-05L
PT-1140-01-75-----	PT-1140-01-01L
PT-1140-02-75-----	PT-1140-01-02L
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PT-1160-02-75-----	PT-1160-01-02L
PT-1160-03-75-----	PT-1160-01-03L
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PT-1160-05-75-----	PT-1160-01-05L
PT-1160-06-75-----	PT-1160-01-06L
PT-1160-07-76-----	PT-1160-01-07L
PT-1210-06-75-----	PT-1210-06-77
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PT-1230-01-75-----	PT-1230-01-01L
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PT-1430-02-75-----	PT-1430-02-77
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PT-1440-01-75-----	PT-1440-01-77
PT-1600-01-76-----	PT-1600-01-77
PT-1600-02-76-----	PT-1600-02-77
PT-1600-04-76-----	PT-1600-04-77
PT-1710-11-76-----	PT-1710-11-77
PT-1750-01-76-----	PT-1750-01-77
PT-1750-06-75-----	PT-1750-06-77
PT-1750-07-75-----	PT-1750-07-77
PT-1750-08-75-----	PT-1750-08-77
PT-PTX-01-76-----	PT-PTX-01-01L
PT-PTX-02-75-----	PT-PTX-01-02L

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3. The following new tasks and task units have been added to the CAST:

PT-1000-12-76	PT-1250-03-77	PT-1830-20A-77
PT-1060-01-77	PT-1250-04-77	PT-1840-14-77
PT-1060-01-02L	PT-1250-05-77	PT-1840-21-77
PT-1060-01-03L	PT-1300-05-77	PT-2660-05-76
PT-1060-01-04L	PT-1300-06-77	PT-2660-06-76
PT-1060-01-10L	PT-1320-14-77	PT-2660-07-76
PT-1060-01-11L	PT-1330-07-76	PT-PTX-01-77
PT-1060-01-0DL	PT-1330-09-77	
PT-1060-01-0QL	PT-1340-10-77	
PT-1100-01-77	PT-1350-06-76	
PT-1100-01-02A	PT-1350-07-76	
PT-1100-01-0DL	PT-1350-07-77	
PT-1100-01-0QL	PT-1351-03-77	
PT-1110-01-77	PT-1351-04-77	
PT-1110-01-08L	PT-1351-05-77	
PT-1110-01-0DL	PT-1351-06-77	
PT-1110-01-0QL	PT-1360-05-77	
PT-1120-01-77	PT-1400-05-77	
PT-1120-01-03L	PT-1430-05-77	
PT-1120-01-04L	PT-1430-06-77	
PT-1120-01-0DL	PT-1430-07-77	
PT-1120-01-0QL	PT-1510-06-75	
PT-1130-01-77	PT-1510-07-77	
PT-1130-01-06L	PT-1600-03-77	
PT-1130-01-07L	PT-1600-05-77	
PT-1130-01-0DL	PT-1600-06-77	
PT-1130-01-0QL	PT-1710-20-77	
PT-1140-01-77	PT-1710-22-77	
PT-1140-01-03L	PT-1730-08-77	
PT-1140-01-0DL	PT-1730-13-77	
PT-1140-01-0QL	PT-1731-01-01L	
PT-1150-07-75	PT-1732-02-77	
PT-1150-08-75	PT-1740-06-76	
PT-1150-10-76	PT-1750-03-77	
PT-1150-11-77	PT-1750-05-77	
PT-1150-12-77	PT-1750-14-77	
PT-1160-01-77	PT-1750-15-77	
PT-1160-01-0DL	PT-1750-16-77	
PT-1160-01-0QL	PT-1750-17-77	
PT-1200-01-77	PT-1750-18-77	
PT-1200-02-77	PT-1800-08-77	
PT-1200-03-77	PT-1810-01-01A	
PT-1200-05-77	PT-1810-17-76	
PT-1210-07-77	PT-1810-19-77	
PT-1210-24-77	PT-1810-20-77	
PT-1220-01-01L	PT-1810-21-77	
PT-1220-05-77	PT-1820-27-77	

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